

Specific Guidance for the 2006 Civil Works Programs Customer Satisfaction Survey

1. Each civil works district will conduct a survey of their entire civil customer population. A corporate entity should be established to oversee the issues resulting from these surveys at the Major Subordinate Command (MSC) level for their Area of Responsibility. The survey should be used as a developmental tool to improve our customer relationships and quality of services. It can serve as a vehicle to establish close personal relationships with our customers and work to preemptively diffuse potential issues.
2. It is critical that districts carefully develop their customer lists to ensure a complete enumeration of valid 2006 civil works customers. Surveys should be sent to a broad base of responsible individuals who can provide well-informed feedback. These are typically individuals with whom Corps staff has regular contact. Sometimes this will be the head of an agency, but oftentimes it includes those at lower levels in the organization. The objective is to include those who are most familiar with our services so district staff can obtain useful feedback. It is permissible to have multiple customers within an agency. It is also critical that districts institute a systematic follow-up of non-respondents to obtain as high a response rate as possible. Informed, complete, and representative feedback enhances the overall survey value to our Project Management Business Processes. Enclosure 3 is a customer list template you can use to assemble your customer information. At the end of the survey administration process you will submit your customer list in the attached format to our Survey Administrator.
3. Please send Ms Peterson the final list of customers you invite to participate in the survey at the end of the survey administration process. Your customer list may evolve during the process. For example, the individual you invited may no longer work for the agency and someone else will respond on his/her behalf. Also, you may receive unsolicited responses from others at the agency. These unsolicited customers should be added to your list and your population size increased accordingly. This data will allow us to calculate your response rate and also estimate the sampling error associated with the survey. These are important indicators of the validity and reliability of the survey results.
4. The District survey POC will receive via email a copy of each individual customer response the instant the customer submits it via the website. The customer also receives a copy in his/her mailbox (as long as he provides a correct address). This serves two purposes. First if the customer has any 'hot-button' issues, the district will be immediately aware of them and can respond very quickly. Second it serves as a critical data validation process for both the Corps staff and the customer. It is suggested that each response received by the district Survey POC is immediately forwarded to the appropriate project manager for his review. If an invalid or duplicate response is noted, the District POC should contact Ms. Peterson to have the case corrected or deleted from the corporate database (with customer input as needed).
5. The survey website offers an important 'Admin Page'. The District POC can review and print out report-ready copies of individual responses as well as generate summary reports of customer feedback at any time during or after the survey is completed. The POC can generate

summary reports for the entire district database or for individual customer groups (e.g. print summary report of navigation customer only). Again it is extremely important that district POC's review and validate their customer database (via the website or their email) throughout the survey process as the summary reports available at the website will not be correct if duplicate or erroneous data is included.

6. In addition to the summary reports available via the survey website, District staff can perform further statistical analyses of their customer feedback as needed. When the survey process is complete each district will receive an electronic copy of their database upon request. Districts should take appropriate actions either to recognize outstanding customer service or improve unsatisfactory services. These additional analyses can include frequency distributions by service area, subgroup comparisons to zero in on problem areas that may not be revealed in an aggregate analysis and District trends (in subsequent years). If you need advice in analyzing your data, you may contact our Survey Administrator.

7. Issues that can be addressed and resolved at the district level should be acted on without waiting for results to be analyzed at any higher level. Issues that require either MSC or headquarters action should be addressed to those levels. When assessing your civil work's program effectiveness you should incorporate your customers' feedback

8. Our Survey Administrator will perform a Rankings Analysis by District. This analysis shows the relative performance of each District on each survey item. Each District receives only their individual rankings. Your rankings analyses and trend analyses are two of the most important outcomes of the survey. It will increase in value and meaning in future years. We will perform a statistical analysis of Corps-wide customer feedback to provide a corporate assessment of Corps services which cannot be assumed to be representative of a particular district. A Corporate report will be prepared and will contain a statistical summary of Corps-wide customer demographics, survey item summaries and a trend analysis after the third administration of the survey. The Corporate Report will be posted on the CECW Homepage. To ensure performance, commitment and share results across the Corps, HQ will host a VTC wherein all Division Commanders and appropriate staff will discuss findings and opportunities for improvement. You will be advised of the time and date of this event. Also, the results will be discussed during key briefings such as the DMR, CMR and SLC conferences.

9. The Tulsa District routinely scores among the top 1-3 military districts during the Military Programs Survey and provides a good model for survey 'best practices'. During the survey process, project managers contact their customers to ensure they have received the survey and to encourage a response. They follow through to make sure their customers have responded and to get any initial feedback. After the survey is completed, the District will also typically schedule a meeting with their customer. The DPM personally contacts the customer as well as the survey manager when scores are low and they participate in the review of the comments and discuss opportunities for improvement. It is not unusual for these discussions to become the genesis of process improvements in both organizations. Finally, the District follows through on any agreed-to process changes. Used in this way, the survey becomes a useful tool to take the time once a year to review processes as opposed to the status and issues of individual projects. If you would like more information on the Tulsa survey process, you may contact Mr. John Roberts, Tulsa District DDE/PM or Ms Lori Hunninghake, the Survey Manager.

9. The 'survey action checklist' (Enclosure 2) will assist each district in executing the 2006 survey. In the invitation you send to your customers please provide a point of contact to your customers since your district point of contact will not show up on the web page. Each District should send an e-mail to their customers providing the URL link that will take the customers directly to the survey site <https://ppdscivil.usace.army.mil/surveys/civilworks/survfrm.asp>. Do not send the link to the Survey Homepage. A sample e-mail transmittal is provided at the end of enclosure 2. ***NOTE: You should copy your text transmitting the URL link into the body of an e-mail instead of simply attaching the invitation as a Word document.***

Survey Administration Checklist:

- ___ a. Assign lead POC for administering survey & notify Linda Peterson ASAP. Access Survey Website & change default password.
- ___ b. Publicize survey among district program & project managers.
- ___ c. Assemble customer lists (Customer name, organization, e-mail address, project name & phase, primary service area, etc) using attached template. List should be a complete enumeration of target population served in the previous calendar year. Transmit electronic list to Linda Peterson, SAM in Excel format **after** survey administration is completed.
- ___ d. E-mail the invitations to participate in survey from District Commander. Invitations should contain the URL link to the survey website <https://ppdscivil.usace.army.mil/surveys/civilworks/survfrm.asp> as well as the district POC for customer questions or problems. **NOTE: Copy your text transmitting the URL link into the body of the e-mail message vs attaching the invitation in a Word document.** [Sample provided below]
- ___ e. Allow two weeks for response to initial invitation.
- ___ f. Send at least two follow-up e-mail requests (preferably also from District Cmdr) to non-respondents at one week intervals. Follow-up requests should also contain an embedded link to the survey website. *(Note the reminders are sent AFTER the initial due date referenced in subject memo)*
- ___ g. Survey POC should monitor responses via email or in website database. Forward email copies of responses to appropriate PMs upon receipt for purpose of data validation. Notify survey administrator immediately if errors are discovered. Customers who provide very negative ratings (1-2 on 5 point Likert scale) or who expressed a need for contact should be contacted as soon as possible. You can review your entire data set via “Detailed Reports” under ‘Survey Admin’ page.
- ___ h. If an unsolicited response is received the respondent should be verified as a valid customer (*i.e.*, a staff member of an organization served during 2006) and the response included in the database. The population size should be increased accordingly unless respondent was providing feedback on behalf of the customer to whom the invitation was sent.
- ___ i. Send ‘Thank you’ e-mails from District Commander to all respondents.
- ___ j. Send Final Customer List (in specified format) to Linda Peterson after final data validation.
- ___ k. Perform district-level analyses.
- ___ l. Publicize survey results among district staff.

How the Web Based Survey works

1. The survey homepage is located at <https://ppdscivil.usace.army.mil/surveys/civilworks/>
The survey may also be found via the CECW Home page located at <http://www.usace.army.mil/cw/>.
Click on the "2006 Civil Works Customer Satisfaction Survey" button.
2. Once on the survey homepage you will see a menu with the following buttons:
 - a. **'Take the Survey'**
 - b. **'Survey Admin'**
3. **'Take the Survey':**
 - a. You may view the survey instrument by clicking on the *'Take the Survey'* button.
 - b. Section I of the survey requests customer demographic information. The customer is asked to provide Name, Organization, E-mail address, and Project Name. Section I also requests the customer to select the District being surveyed also from a pull down list. This is important because the table of the districts is linked to a table of points of contact for each district. The point of contact for the district selected will be e-mailed a copy of the completed survey form. There is also a pull down list for the "Primary category of services received", i.e. Navigation, Flood Damage Reduction, Real Estate, etc. If "Other" is selected, the customer must type in the category of service. Finally, the customer is asked to select the phase his project was in during FY06.
 - d. Section II contains the survey questionnaire items. The satisfaction scale runs from 'Very Satisfied' to 'Very Dissatisfied'. Customer may explain their rating in the blank explanation field next to each item/
 - e. The customer can also provide any additional comments/suggestions in the box provided at the end of the survey.
 - f. When completed the customer hits the submit button. If there are no errors, the survey is sent to the central database. The point of contact at the district and the customer each receive a copy of the response via e-mail. If there are errors, a screen pops up and tells the customer where the error is located.

4. Survey Admin

a. This item is for USACE use only.

b. If you click on “Survey Admin” you will access the “Customer Satisfaction Survey-District Reports.” and Password Utility. You will be prompted to provide your district name and your password. Password utility is discussed below. Once you provide this information hit the “login” button. This will bring you to the page titled “USACE Customer Satisfaction Survey-District Reports”. On this page you have three choices: “Detailed Reports”, “Summary Reports”, and an option to change the District Password.

c. By clicking on the “**Detail Reports**” button you will have the choice of selecting all your customers, or select a subset of customers (by service area) from the pull down list provided. The Detail Reports features allows the POC to obtain report-ready copies of each customer response. For example you may choose to review only your navigation customers. You may also print hard copies of individual responses. The detailed reports are ‘printer friendly’ and are suitable for inclusion in a report.

d. By clicking on the “**District Summary Reports**” button the POC can obtain item summary reports at any time throughout the survey process. This report displays the average score for each question, the number of responses and the number of non-responses/NA responses. The user can generate a summary report for each service area subgroup or the entire districtdatabase..

5. District Password Utility

a. Each district has a separate password so that they can only access data for their organization. The password for each district is the name of your district, with no spaces for districts of more than one word. For example, Alaska District’s password is alaska, Kansas City District's password is kansascity, and so on. The district POC should access the web page and use the password utility to change the password *BEFORE* invitations to customers are sent.

b. To change your password you type the old password in the box titled “Old Password.” Type your new password in the boxes titled “New Password”, and “Confirm New Password.” then hit the “change” button. You can reset the parameters by hitting the “reset” button.

Here's a sample e-mail from the District DE containing the URL:

CESAM-PD-M (1105)

To: *Customer Name*

Subject: 2006 USACE Civil Works Customer Satisfaction Survey

1. We in the *(Put Your District Name Here)* District Corps of Engineers are sincerely interested in meeting the expectations of our customers. To determine how we're doing, we are conducting our 2006 Civil Works Customer Satisfaction Survey. Please rate services provided for calendar year 2006 only.

2. Click on the following URL link to go directly to the survey:
<https://ppdscivil.usace.army.mil/surveys/civilworks/survfrm.asp>

The survey is short and will take only a few minutes of your time. Section I of the survey requests customer identification information. Please select the appropriate group that identifies your organization and select "*(Put Your District Name Here)*" as the "USACE Organization Being Evaluated". After completing the survey items in Section II, please click the 'SUBMIT' button at the bottom of the survey instrument.

3. We in the *(Put Your District name Here)* District Corps of Engineers are sincerely interested in providing you the best possible service. Feel free to tell us specifically what we are doing well and what we need to improve. Your input is very valuable to us and will help us serve you better in the future.

4. Please complete your survey by *due date* 2006. If you have any questions concerning this survey, please contact me or *(Put Your District POC and Telephone Number Here)*. Thank you for your time and assistance.

*(Put Your District Commander's
Signature Block Here)*

Here's a sample reminder message (also from the District DE)

Subject: 2006 USACE Civil Works Customer Satisfaction Survey

I know the beginning of the new year is a very busy time for you but we would really appreciate it if you would take just a few minutes to provide us your opinions regarding the services we've provided you during 2006. The link below will take you to the survey. Thank you very much for your time. We look forward to hearing from you.

Respectfully,
PETER F. TAYLOR
Colonel, Corps of Engineers
Commanding

<https://ppdscivil.usace.army.mil/surveys/civilworks/survfrm.asp>